WEST SIDE UNITED: Building Blocks to Better Health

COOK COUNTY HEALTH

February 2020
Purpose of our discussion today

DISCUSS the power of hospitals being effective community anchors
• Review how West Side United can help anchor institutions address social determinants of health
• Share examples of successful anchor programs across the country
• Discuss alignment with corporate hospital strategy
• Identify areas for collaboration that can create “win-win” outcomes

ALIGN on how we can work together going forward
There is a 14 year life expectancy gap between the West Side and The Loop.
WSU has grown significantly and continues to build advocates for its work

**WEST SIDE UNITED**

**Our 2030 Mission**

Reduce the life expectancy gap by 50% by 2030 between the West Side and The Loop

**Key statistics**

- 6-hospital partnership
- $3M annual budget with 8 full-time employees
- Community advisory board (18 members from West Side)
- Board comprised of 6 hospital reps and 6 community reps
  - Rush as fiscal sponsor, exploring becoming 501(c)(3)

“Your zip code should not determine your life expectancy, and your race should not determine your access to opportunity, but far too often it does.”

President Toni Preckwinkle

“West Side United has come up with a plan to significantly improve the quality of life and the life expectancy in those neighborhoods.”

Mayor Lori Lightfoot

“Current joint hospital efforts, such as through the West Side United initiative, already represent a clear steppingstone toward [our] goals.”

Senator Dick Durbin

Source: West Side United; Streetsblog Chicago; City of Chicago; Senator Dick Durbin’s office
Effective anchor strategies address underlying social determinants of health

Addressing social determinants of health

• **80% of a person’s life expectancy** is driven by Social Determinants of Health (SDOH)

• **West Side United supports hospitals** to address SDOH by shifting their operations to benefit their immediate communities

• **Our goal is to shift procurement, hiring, and investing operations** – at zero or minimal additional cost – to improve SDOH on the West Side

• **Partnership with WSU is a “win-win”** where hospitals support the local community without being asked for significant direct financial support

<table>
<thead>
<tr>
<th>Current West Side investment from hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>$32.8M</td>
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<tr>
<td>Procurement from West Side businesses</td>
</tr>
<tr>
<td>4,147</td>
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<tr>
<td>Employees from the West Side</td>
</tr>
<tr>
<td>$7.6M</td>
</tr>
<tr>
<td>Impact investments that fund community projects on the West Side</td>
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Source: University of Wisconsin Population Health Institute; West Side United
WSU has already made significant progress on the West Side

- **$7.6M**
  - Impact investing pool raised from hospital partners and large institutional funders

- **$3M**
  - JP Morgan AdvancingCities grant to develop small businesses and spur economic growth on the West Side

- **$725K**
  - Small business and nonprofit grants allocated to West Side businesses to fund growth projects

- **640**
  - Applicants to community development grants offered through West Side United in 2019 alone

- **60**
  - Community-based organizations engaged for direct programming or support, including over 150 individuals that are involved in the effort

Source: West Side United
WSU is developing a unique model with massive potential impact on the West Side

**WEST SIDE UNITED**

- **Our unique value proposition:** West Side united is bringing together large institutions and community organizations that serve a variety of constituents in order to build a stronger, healthier West Side.

- **Our community focus:** We are focused on the West Side in order to create a model for excellence in galvanizing change.
 Hospital groups are increasingly making serious commitments to being anchors.

<table>
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<tr>
<th>Commitment</th>
<th>Amount</th>
<th>Goals and Initiatives</th>
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<tbody>
<tr>
<td>UnitedHealthcare</td>
<td>$400M</td>
<td>Affordability: $200M, Goal to remove social barriers to health in underserved communities; Other: $140M, 5% of investable assets allocated each year.</td>
</tr>
<tr>
<td>Kaiser Permanente</td>
<td>$200M</td>
<td>Affordability: $100M, Population health and neighborhood revitalization; Other: $69M, 5% of long-term savings portfolio.</td>
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<tr>
<td>Dignity Health</td>
<td>$200M</td>
<td>Population health and neighborhood revitalization; Community development and affordable housing.</td>
</tr>
<tr>
<td>Indiana University Health</td>
<td>$100M</td>
<td>Community revitalization and economic development.</td>
</tr>
<tr>
<td>Midtown Detroit</td>
<td>$69M</td>
<td>3 hospitals and other community partners; Supporting affordable housing and community revitalization.</td>
</tr>
<tr>
<td>St. Joseph Health</td>
<td>$50M</td>
<td>2% of long-term reserves; Community Investment Fund.</td>
</tr>
<tr>
<td>Bon Secours</td>
<td>$34M</td>
<td>2.6% of long-term investable assets; Affordable housing and community revitalization.</td>
</tr>
<tr>
<td>Gundersen Health System</td>
<td>$30M</td>
<td>5% of long-term savings portfolio; Achieving 100% renewable energy.</td>
</tr>
<tr>
<td>Central City Concern</td>
<td>$21.5M</td>
<td>6 hospitals; Building affordable housing in the community.</td>
</tr>
</tbody>
</table>

Source: UnitedHealthcare; Kaiser Permanente; HUD; Cleveland Foundation; Inside Indiana Business; Midtown Detroit Inc.; Democracy Collaborative; Catholic Impact Investing Collaborative; AP.
Cook County Health's involvement has been instrumental to WSU's success so far

Leadership
• CCH serves on WSU's board (Debra Carey)
• CCH is a key partner with the community, especially at the city and county level

Technical expertise
• CCH has been a leader on the hypertension working group
• Supports program design and evaluation around TargetBP

Operational collaboration
• CCH participates on the procurement and hiring working groups
• Shares data on procurement and hiring

COOK COUNTY HEALTH

WEST SIDE UNITED:
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WSU can help advance key parts of CCH’s overall organizational strategy

**WSU Board Update**

WSS

**WSU can help advance key parts of CCH’s overall organizational strategy**

**Mission statement**

Our mission is to deliver integrated health services with dignity and respect regardless of a patient’s ability to pay. We seek to create partnerships with other health providers and communities to enhance the health of the public. We also advocate for policies that promote the physical, mental, and social well-being of the people of Cook County.

**Strategies**

1. Deliver high quality care
2. Grow to serve and compete
3. Foster fiscal stewardship
4. Leverage and invest in assets
5. Impact social determinants and advocate for patients

**Source:** Cook County Health

**Accelerate hospital anchor strategies**

- Collaborate across the West Side United hospital collective to invest in strengthening the community
- Develop small businesses on the West Side, hire more locally, develop a local workforce, and invest in large community projects

**Align hospital efforts to community needs**

- Coordinate community programs by convening hospitals and scaling resources
- Facilitate hospital community engagement through key West Side community based organizations

**Unite the West Side**

- Advocate for the West Side with the city, business and funder communities
- Convene community members and provide a sounding board for needs

**Pilot new ideas across domains**

- Selectively incubate and implement new health-focused ideas on the West Side